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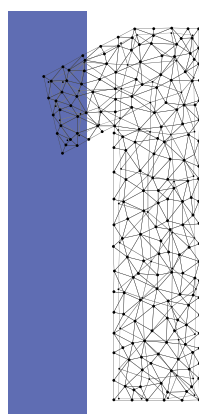
# UNITY

## **Community Connections**

Strong Partnerships Toward  
a Shared Vision

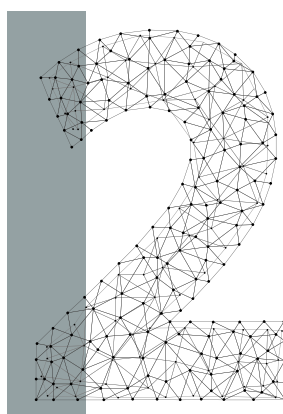
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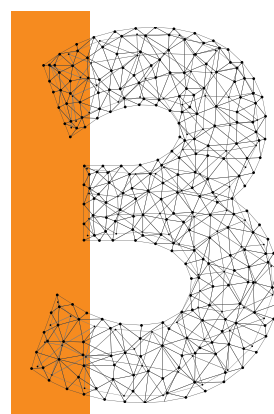
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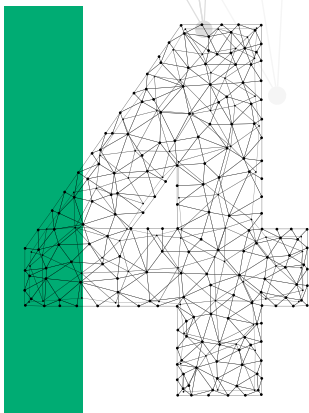
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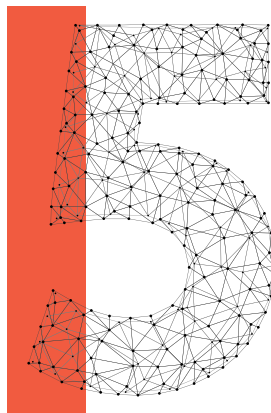
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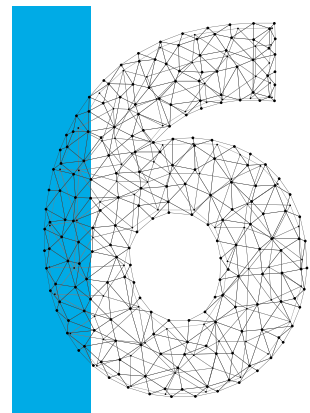
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ON  
OVATION  
MODERN  
CHANGE  
DISRUPTION  
OLUTION



Safe Environments.  
Healthy Workers.



Glenn Cullen



Tom Bursey

## Letter from the CEO & Board Chair

Focusing on our core business is a pivotal component of PSHSA's 2018-21 strategic plan – *Safe Environments. Healthy Workers.* Through delivery of our occupational health and safety training and consulting services, we are engaged in deep relationships within the communities we serve. Community, however, is more than a geographical location. Communities are formed around shared interests, occupations and culture. For some, community is where you can be creative, explore new ideas and foster growth in times of change.

Our approach to positively impacting health and safety performance is supported by the principle of self-disruption. We utilize self-disruption to challenge traditional thinking and identify leading practices from other industries, which can be tested and applied within our own communities. We are motivated to find new ways to positively impact prevention outcomes.

We cannot underestimate the importance of community in the way we approach our work. Engagement with key stakeholders in our sector communities enables us to identify and test new ideas, concepts and approaches to transform the way we execute on our mandate.

This year, we come together to celebrate our communities' collective impact, and explore how we can continue to collaborate to strengthen our foundation, inspire change, understand the emerging issues impacting workplace health and safety and bring new technologies to bear on occupational health and safety risks. This annual report showcases examples of what community means to PSHSA and how this approach has positively impacted our outcomes.

**It helped us to identify our strengths.** By working closely with our sector communities and nurturing ongoing relationships, we are able to understand the current challenges employers face when it comes to prevention, and how we can better support their occupational health and safety efforts. The development of customized Design + Build eLearning solutions, application of new technologies to advance Intelligent Safety™, and collaboration with the academic and research

communities are examples of how PSHSA utilizes its strengths to achieve prevention outcomes. This work has resulted in the delivery of new and effective programs, products and services to the communities we serve.

**It enabled us to purposefully target areas of greatest need.** Engaging our communities through programs such as Safety Groups, and events like our Health and Safety Symposiums and networking sessions help us to identify and better understand significant and emerging health and safety issues. For instance, working with our communities in health care and public safety, we were able to develop and deliver new tools and resources to address crucial risks including workplace violence and occupational stress injuries.

**It allowed us to grow.** This past year PSHSA implemented an organizational change that enabled us to grow our core business as well as emerging business lines. By examining the communities we serve and reimagining some of the processes and techniques around how we organize ourselves internally, we were able to enhance our services to our client community. This increased uptake of our classroom health and safety training and resulted in 41% growth in participants in the first year.

**It brought our strategy to life.** This past year, we renewed our focus on core business, amplified exploration of emerging markets and new technologies, and expanded multi-channel access to deepen our connections with our communities.

Thank you for the opportunity to be a part of so many communities. It is through this collective work that we will be able to achieve our vision of enabling a healthier and safer tomorrow for Ontario's Public Sector Community.

**Glenn Cullen**

Chief Executive  
Officer & Chief Operating  
Officer Public Services  
Health & Safety Association

**Tom Bursey**

Board Chair  
Public Services Health &  
Safety Association



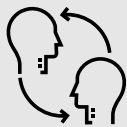
# Safe Environments. Healthy Workers.

Our current strategic plan includes five key strategies that are enabling us to cultivate enduring connections, expand multi-channel access to our products and services and, most importantly, positively impact health and safety performance.

Having actively engaged our communities in the creation of this plan, we understand how our stakeholders are affected by the shifting occupational health and safety landscape. We are now in the process of executing on the many forward-thinking approaches and leading practices that were integrated within the plan to organize our resources to address systemic health and safety priorities across our sectors.

We will continue to work closely with our communities as we keep up the momentum going forward.

## Goals



### Cultivate Enduring Connections

Measured by retention and engagement of stakeholders.



### Expand Multi-Channel Access

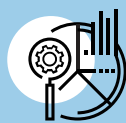
Measured by multi-channel utilization and reach.



### Positively Impact Health & Safety Performance

Measured by change in leading indicators.

## Strategies



Focus on Core Business



Stimulate Emerging Markets & Promote Commercialization



Be an Employee & Customer Experience Leader



Enable the Market through Technology



Govern for Growth

## Foundation

### VISION

Enable a healthier and safer tomorrow for Ontario's Public Sector Community.

### MISSION

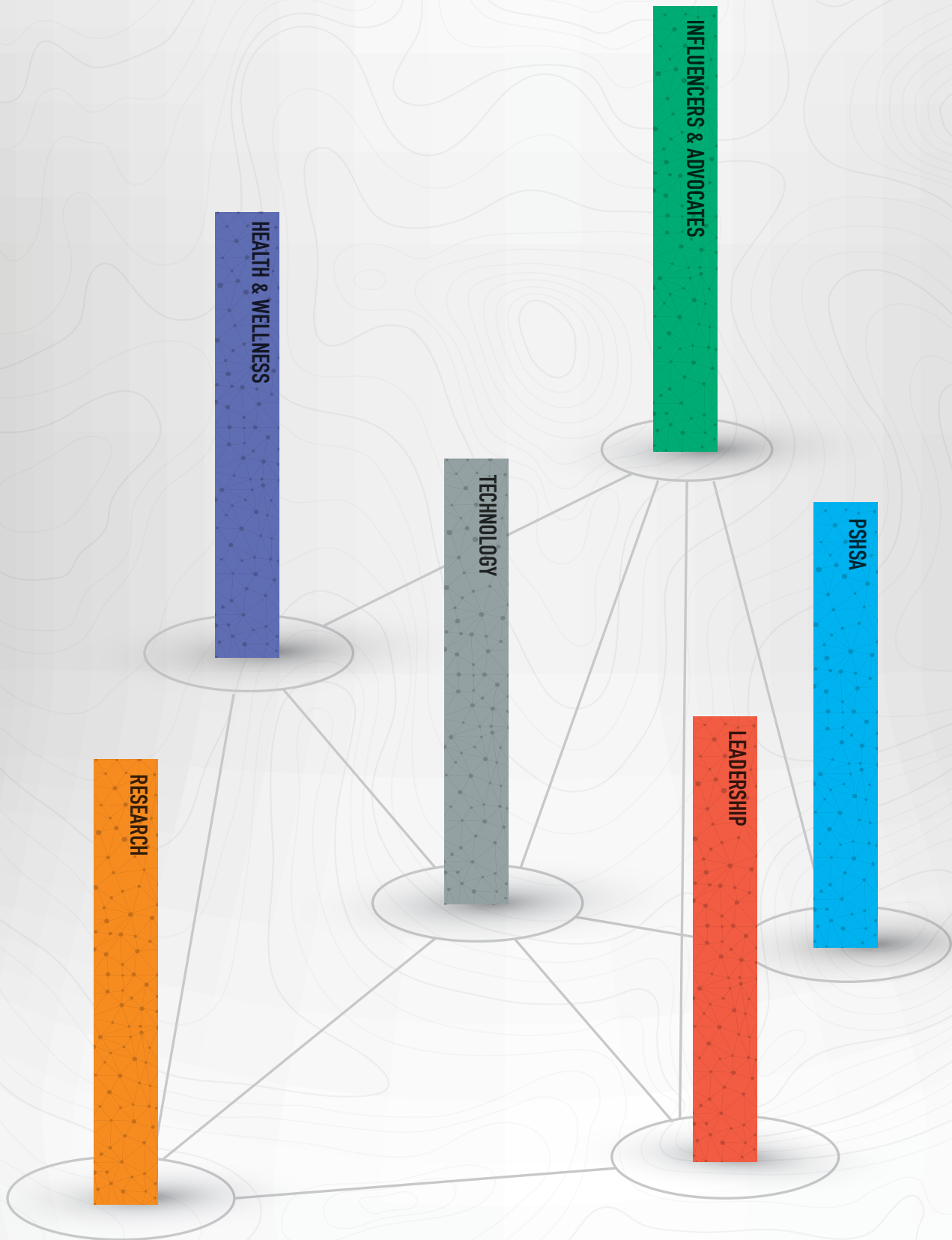
Create safer workplaces through collaboration, innovation and knowledge transfer.

### VALUES

**I**nnovation  
**C**ollaboration  
**A**ccountability  
**R**espect & Integrity  
**E**xcellence



Safe Environments.  
Healthy Workers.



# Community Connections: Strong Partnerships Toward a Shared Vision

We know that a sense of community is measured by the degree of connection that we feel toward our work, passions and interactions. Communities learn from one another, support each other's goals and progress together in knowledge.



For PSHSA, community is everything.

We build and foster strong, inspiring communities through partnerships, projects and initiatives with organizations and associations across sectors. These six far-reaching communities - Health and Wellness, Technology, Research, Influencers and Advocates, Leadership and our own PSHSA community - are all united by a shared vision of achieving healthy workers and safe environments across our province. We consider our clients and partners as integral members of these communities.

For PSHSA, this past year represents the coming together of numerous forces; this includes the creation of new, meaningful connections, the nurturing of strong existing relationships and the collaboration of sometimes seemingly disparate groups. It represents a year of learning from each other, challenging ourselves to think differently and exploring new ways of doing things - all grounded in the belief that we can achieve greater things together.

As we reflect on the year that was, we celebrate our collective impact in advancing occupational health and safety in Ontario, and look to the future where we will undoubtedly discover and explore new ways to strengthen our community ties, extend the reach of prevention and achieve our shared objectives.



# HEALTH & WELLNESS COMMUNITY



**Advancing the health and wellness of Ontarians is at the core of everything we do. Along with our clients, partners and stakeholders, we share the belief that a healthy community is a happy, fulfilled and more productive community. By investing in programs and projects that engage and inspire employers and workers to come together and collaborate to improve their health and wellness, we are making significant strides in improving the overall performance of our collective communities.**

#### HEALTHY-WORKER.CA LAUNCH

This past year saw the launch of *Healthy-Worker.ca*, a website that provides information, tools and resources to help workers stay healthy and safe as they balance commitments related to their work, personal life and family and friends.

*Healthy-Worker.ca* was developed according to a contemporary philosophy that puts you in the driver's seat. It speaks to the internal locus of control and empowers individuals to take charge of their lives. You have the power to influence the safety culture in your workplace and build a healthy working environment for you and your colleagues. You are responsible for your health and well-being and have the power to engage yourself in a lifestyle that positively impacts your mental well-being and physical health. By building healthy relationships and supporting loved ones, you can help boost your overall well-being and help to foster a healthy and safe community at work and home.

Our *Healthy-Worker.ca* community is buzzing with excitement. New evidence-informed content is posted frequently from experts on topics

ranging from starting a new job to caring for elderly parents to fitness and nutrition. We invite you to explore the website and its various categories to learn tips on finding balance and what actions you can take to help you stay healthy and safe at work, in your family life and personal life.

*Healthy-Worker.ca* was developed according to a contemporary philosophy that puts you in the driver's seat.



#### SUPPORTING OUR ELEARNING PARTNERS

Although supporting our clients and stakeholders with digital eLearning solutions is not new this year, 2018-19 saw a true community of eLearning partners emerge and come together.

As the transition to WHMIS 2015 came to completion, 22 organizations used PSHSA's updated eLearning program to create a custom version that met the needs of their individual organizations. Through this work, we saw a cascading effect that led to the creation of new opportunities. Specifically, through the feedback received, we were able to adjust the program to best fit the needs of our stakeholders and WHMIS 2015 was translated into French for the first time.

We also saw this group reach out to one another to discuss the changes and implementation. From our perspective, this speaks to the power of a collaborative community. Although this group may not have been fully aware of this effect, it has been our pleasure to see their aggregate work result in an effective, scalable training solution for the workers who need it. Our work with WHMIS 2015 eLearning truly serves as a compelling example of how PSHSA provides training content efficiently and effectively, but also how a community can come together to support each other.

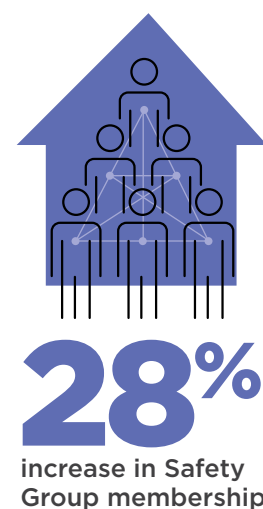
#### **PREVENTION INCENTIVE PROGRAMS — TRANSITIONING TO WSIB'S HEALTH & SAFETY EXCELLENCE PROGRAM**

As of January 2020, WSIB's prevention incentive programs — Safety Groups, Workwell and Small Business Health & Safety Program — will combine to become the Health & Safety Excellence Program. PSHSA has been actively involved with the WSIB, fellow health and safety associations and other service providers to support the development and planning of this new incentive program.

PSHSA continues to support our Safety Group throughout the transition to the new Health & Safety Excellence Program. PSHSA's Safety Group brings together a community of similar organizations to share resources, increase occupational health and safety knowledge and develop better health and safety practices. This WSIB initiative allows firms to pool their health and safety resources to help reduce workplace injuries and illnesses and improve health and safety performance. Members can be rewarded with rebates on WSIB premiums of up to 5% if specific criteria, including the entire group's success, is achieved. Coordinated and led by PSHSA consultants, each year participants select elements to initiate or improve within their organizations through the collective sharing of ideas and resources.

Perhaps a testament to the strength and capability of this community, this year PSHSA's Safety Group saw remarkable growth, with membership increasing by 28%.

This past year, all members focused on a common element — psychological health and safety. This allowed members to zero in and collaborate on a particular issue to improve overall performance. The outcomes have been outstanding. Both the frequency and severity of lost time injuries experienced by our Safety Group members is lower than the industry rates. The success of our Safety Group demonstrates the power of communities coming together to achieve remarkable results, proving that there is indeed safety in numbers.



## HEALTH & SAFETY SYMPOSIUM SERIES

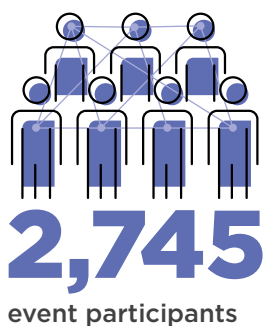
This past year, PSHSA hosted a number of health and safety symposiums across our province. These networking events are instrumental for our client community as they offer a forum for employers with similar goals to connect, learn, share and innovate. From instructing on the basics of achieving compliance to focusing in on more advanced and complex workplace issues, these events have covered a broad spectrum of topics over the past year. Led by our expert Health and Safety Consultants, these events include information on legislative updates, case studies, resource sharing, success stories, emerging issues and appearances from notable guest speakers. While they ensure attendees are equipped with the knowledge and information they need, the events also inspire them with others' approaches and performance.



These events serve as an essential touchpoint for us to connect with our client community and speak directly with workers, employers and associations to better understand their experiences and challenges. As an organization, PSHSA gains significant value from these opportunities to connect with our clients and stakeholders as it ensures we are at the forefront of emerging and important OHS issues. We are very grateful for the chance to create this community of health, safety and wellness professionals, and for their contributions and assistance in the process of developing sustainable health and safety solutions.

## SYSTEM PARTNERS TAKE ON OCCUPATIONAL DISEASE

We are pleased to have the opportunity to participate in the provincial Occupational Disease Action Plan working group. This community of system partners has come together to tackle a major

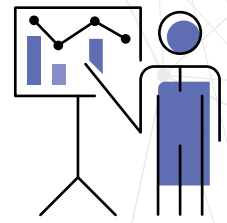


priority for the Ministry of Labour: increasing awareness around occupational disease and preventing hazardous exposures in workplaces to reduce the incidence and burden of occupational disease.

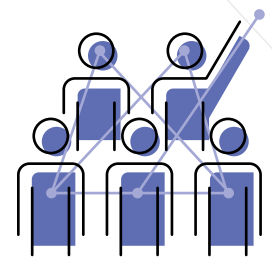
The working group has engaged in several collaborative campaigns and initiatives over the past year. PSHSA supported the campaign on Noise Awareness by hosting four interactive webinars on recognizing, evaluating and controlling noise hazards in the workplace. The working group has also recently launched a comprehensive website that will house a collection of resources and tools to assist workplaces in managing occupational disease hazards. *Preventoccupationaldisease.ca* compiles and sorts all current resources available across Ontario's Health and Safety System for the prevention of occupational disease. Work and collaboration will continue into the future to promote current knowledge and build new knowledge and tools.

## REGIONAL TRAINING TRANSFORMATION

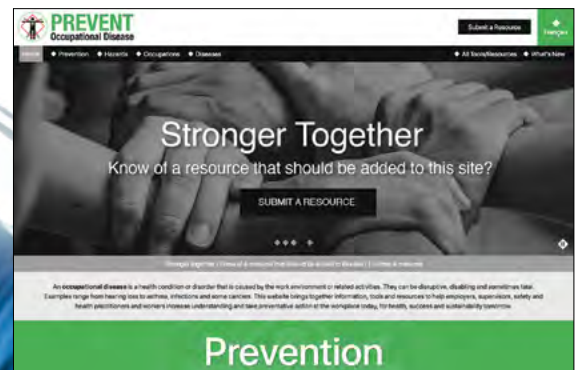
2018-19 saw a dramatic transformation of the way we plan and coordinate occupational health and safety training across the province. In taking a more fulsome perspective, and collaborating closely with our regional consultants and business development experts, we were able to streamline our scheduling process to offer our client community a smoother customer experience when it comes to registering and attending occupational health and safety training. By employing better scheduling techniques and business development practices, we saw participation in classroom training increase by 41%. Further to this, we also saw an increase in participants per classroom session. This efficient approach to training delivery means our client community is better trained, more satisfied and safer than ever.



**12,478**  
participants trained  
through classroom  
training



**41%**  
increase in classroom  
training participants





# TECHNOLOGY COMMUNITY



**PSHSA continues to maintain a laser focus on advancing Intelligent Safety.™ In this vein, our technology community inspires us to challenge ourselves, look at things from different perspectives and consider endless possibilities. In collaborating with technology partners and leveraging the latest digital tools and trends, we can stay ahead of the curve, drive change in health and safety outcomes, and find new ways to execute on our mandate.**

#### **INTEGRATING VIRTUAL REALITY TO CONVEY REAL RISKS**

By its nature, working at heights is a high-risk activity. For health and safety training to be effective, we believe that learners must truly understand the risks involved. When it comes to working at heights, this is done best with experiential learning.

This past year, PSHSA partnered with Ontario Tech University (formerly the University of Ontario Institute of Technology) to build a virtual reality component which will be added to our existing Working at Heights training suite in the coming year.

The virtual reality exercise will allow learners to feel as if they are standing on a roof. Donning the virtual reality headset, learners will receive instruction and go through the actions of putting on a harness and other personal protective equipment, approaching an edge and maintaining 100% tie-off. The application also allows for the incorporation of several weather variables, such as snow, rain and wind, and provides instruction as to how these factors may affect the worker's ability to work safely at heights.

PSHSA partnered with Ontario Tech University to build a virtual reality component which will be added to our existing Working at Heights training suite.



By integrating the virtual reality component into our existing suite of Working at Heights training, learners will have the opportunity to practice and apply classroom learnings and enhance their understanding of the risks involved with working at heights, thereby improving the learner's overall experience as well as training outcomes.

### **LOOKING FORWARD... THE POSSIBILITIES OF AI**

PSHSA is actively investing in the exploration of applications for artificial intelligence within the occupational health and safety space. It is our vision that these types of technologies, tools and solutions will help us better serve our client community, and we are excited about the virtually endless possibilities they present for advancing occupational health and safety knowledge and compliance.



#### **Enhancing Online Customer Service**

PSHSA's eConsulting solution has been a useful tool for our online community for the past several years. The solution enables users to receive prompt answers to their health and safety questions with help from PSHSA's Health and Safety Consultants or Customer Service Team. This technology has provided us with rich insight into the needs of our broad community and has allowed



us to uncover key areas of interest and frequently asked questions, which continue to influence and inform our efforts and activities.

We are currently exploring how we might use this data to enhance service delivery. An exciting prospect is the integration of artificial intelligence to build a chat-bot that enables users to receive instant and efficient answers to their online questions. While more complex questions would continue to be forwarded to PSHSA team members for a response, the integration of this technology will free up internal capacity while still ensuring a seamless customer experience.

**An exciting prospect is the integration of artificial intelligence to build a chat-bot that enables users to receive instant and efficient answers to their online questions.**

#### **Data Storytelling**

We are also exploring uses for the AI app Narrative Science, which takes raw data and transforms it to create a compelling story, visualization or actionable dashboard. Artificial intelligence apps such as these can be used to help vulnerable workplaces better understand their health and safety performance, share information and drive change to improve their operations and results.





# RESEARCH COMMUNITY



**The research community is motivated by the pursuit of knowledge and the potential of its application to improve our lives. Through supporting and participating in various studies, we have learned so much from our research partners, and their work continues to challenge us to deliver superior, validated and evidence-informed solutions to Ontario's Public and Broader Public Sector Community.**

#### **TRAUMA AMONG PSYCHIATRIC WORKERS**

Led by the Waypoint Centre for Mental Health Care, the Royal Ottawa Health Care Group and Ontario Shores and with funding from the Ministry of Labour's Research Opportunities Program, this study seeks to understand the barriers and enablers of Post-Traumatic Stress Disorder (PTSD) among psychiatric workers. This includes investigating the various workplace factors that predict or are associated with the prevalence of PTSD in psychiatric hospital nurses.

Along with partners from Ontario Public Service Employees Union (OPSEU), Ontario Nurses' Association (ONA), Registered Nurses' Association of Ontario (RNAO) and the WSIB, PSHSA is supporting this project by assisting with knowledge dissemination and the translation of information in terms of workplace mental health.

To date, the research project has consisted of literature reviews and surveys on staff experience, help-seeking behaviours and trauma exposure. Findings thus far have revealed that exposure to traumatic events is very common and PTSD and other chronic stressors are a concern among psychiatric workers. The research identified barriers in seeking support, but also found that peer support groups are very helpful in preventing workers from going off work. For PSHSA, this is an element we are exploring further as part of our training programs.

Currently, the project is focusing on identifying recommendations for hospitals, partners and supporters to help protect psychiatric workers from potentially traumatic workplace exposures, prevent PTSD and increase access to assessment and treatment.



## BEYOND SILENCE TRAINING FOR WORKPLACE MENTAL HEALTH CHAMPIONS

Beyond Silence is an evidence-based workplace mental health training program that is designed specifically for health care workers. Led by PSHSA Health and Safety Consultants and peer educators, the program builds knowledge and skills to promote early intervention and support for mental health at work and psychological health and safety in the workplace.

Evidence for the effectiveness of the program is supported by a two-year clinical trial conducted with 189 health care workers that demonstrated significant changes in mental health knowledge and beliefs. The study found that the program was effective at increasing mental health literacy and that the Beyond Silence program provided a significant opportunity for contact-based education, healthcare-specific content and opportunities for an in-depth discussion of diverse perspectives.

The program combines information sharing and skill development with strategies for stigma reduction. Participants also create action plans for their workplaces and learn how to apply their knowledge as a mental health champion.

# BEYOND SILENCE



Several PSHSA Health and Safety Consultants were approved and trained by McMaster University as Beyond Silence facilitators. Through research funding from the Ontario Ministry of Labour's Occupational Health and Safety Prevention and Innovation program, PSHSA began offering subsidized training for workers in small health care workplaces across Ontario with under 100 employees, including long-term care or group homes, family health teams, paramedic services, rural or remote hospitals and community-based services. The research project will see eight training programs delivered and evaluated for impact over the next two years.

**Beyond Silence  
is an evidence-  
based workplace  
mental health  
training program  
that is designed  
specifically  
for health care  
workers.**

**\$3.96  
million**  
attained in gross  
research funding

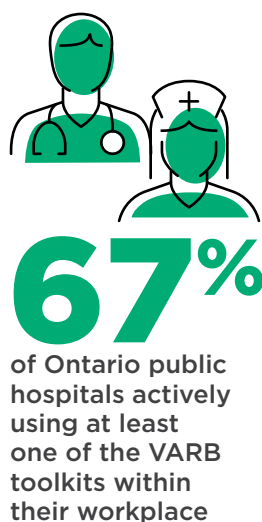
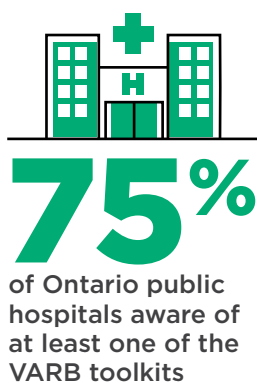


# INFLUENCERS & ADVOCATES COMMUNITY



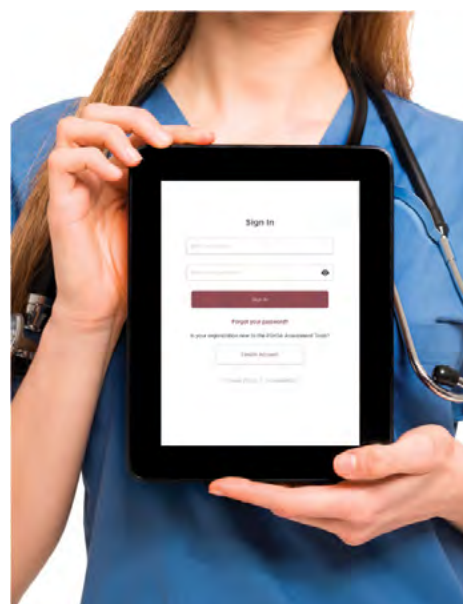
**Our influencers and advocates are doing incredible things to attract more organizations and workers to not only “buy in” to the importance of workplace health and safety, but also become actively engaged in driving programs and practices that affect real change. We value the strong relationships we have built with influencers across the province, including ministries, employer and employee associations, and labour unions, who have helped us to amplify our message and further our mandate to create a thriving community of occupational health and safety advocates.**

#### REDUCING VIOLENCE IN HEALTH CARE: TOGETHER



PSHSA's Violence, Aggression and Responsive Behaviours (VARB) project continues to gain traction. The project, now in its fourth year, reached a critical point where evaluation could take place to identify the impact PSHSA's VARB tools are having within the sector. The results were unprecedented; among numerous highlights, the study found that 75% of public hospitals in Ontario were aware of at least one of the VARB toolkits and that 67% of public hospitals in Ontario are actively using at least one of the VARB toolkits within their workplace.

The VARB toolkits received high profile at the 6th International Conference on Violence in the Health Sector in October 2018. 400 delegates from 33 countries attended the conference. PSHSA was further recognized when our submission on “Communicating the Risk of Violence: A Paradigm Shift for Flagging” received the award for best abstract.



PSHSA's *workplace-violence.ca* continues to be an excellent destination for workplace violence prevention tools and information. PSHSA was pleased to continue to support the Workplace Violence in Healthcare Project and Leadership Table led jointly by the Ministry of Labour and Ministry of Health and Long Term Care. It is through the hard work, support, advocacy and guidance of the Leadership Table, Research and Development groups

and our VARB Steering Committee that we have new resources for hospitals, long term care and home care on the website, and that we are now able to start seeing real results from our work on this important issue. Work is well underway on four new VARB toolkits at the recommendation of the Leadership Table. The new toolkits are expected to be released in the coming year.

## DESIGN + BUILD



Over the past year, we have worked with a record number of organizations to develop customized eLearning programs. Our Design + Build model allows for complete flexibility in the way courses are built and designed. Whether modifying an existing PSHSA program to meet your needs or developing a brand new, fully custom program from scratch, PSHSA offers total adaptability when it comes to course content. The flexibility extends to hosting options as well; once we complete development in house, the course can then be hosted on your Learning Management System or PSHSA's LMS.

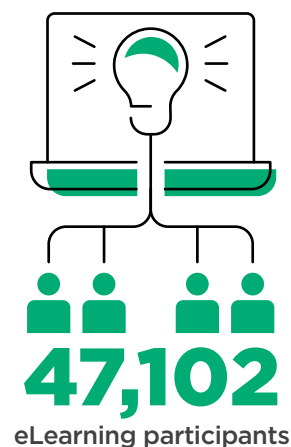
Over the 2018-19 year, 14 organizations challenged us to develop 36 custom Design + Build eLearning projects of varying size and subject matter, and that stretched the limits of technology, creativity and design. Our dedicated partners are committed to

providing rich learning experiences to their employees, and we commend them for their efforts in positively influencing and advocating for health and safety within their organizations and among their stakeholders. PSHSA is proud to enable these connections through digital solutions that allow our clients to create and engage with their broader communities.

## COMMUNITY SUPPORT FOR ADVANCING OCCUPATIONAL HEALTH & SAFETY NATIONWIDE

PSHSA sits on numerous standard development technical committees for CSA Group to support the development of standards on important emerging topics such as Psychological health and safety in the paramedic organizations (CSA Z1003.1), Workplace impairment and other training standards. PSHSA also participates in the CSA Group's occupational health and safety and public safety strategic steering committees. These committees influence and advocate for the advancement of occupational health and safety and public safety across Canada by contributing to the development of national standards that affect the quality, safety and sustainability of our lives.

PSHSA has been working with CSA Group on a research project to identify a need for a national standard for Workplace Violence and Harassment. A literature review, jurisdictional scan, cross-country survey and series of interviews conducted by PSHSA culminated in a final CSA Group Research Report which will be published in early fall and will be available for free download on the CSA Group website.





# LEADERSHIP COMMUNITY



**We are proud to work with a remarkable community of health and safety leaders who continually inspire us through their commitment and dedication. We commend these companies for their vision, leadership and efforts toward improving health and safety outcomes within their own communities and beyond.**

#### CLIENT FEATURES



##### Aphasia Institute

Aphasia is a communication impairment that affects a person's ability to speak, understand speech, read and write. It is most commonly caused by stroke, affecting approximately 30% of all stroke patients and over 100,000 Canadians. It limits access to health care services essential for recovery, which may contribute to aphasia having the most negative health-related quality of life of any condition. Aphasia makes it difficult – and sometimes impossible – for participation in important health care conversations.

*“We are proud to offer this specialized free eLearning for healthcare practitioners to learn how aphasia affects patient's communication and what can be done to decrease language barriers and improve access to healthcare. Use of these methods can influence individual patient experience and outcomes.”*

##### Aura Kagan, Ph.D.

Executive Director, Director of Education and Applied Research

Aphasia Institute – The Pat Arato Aphasia Centre

*“It has been an absolute pleasure to work with and collaborate with PSHSA on our first eLearning project! Patient, flexible, always available and excited to learn about Supported Conversation for Adults with Aphasia (SCA™), made them a great partner to work with. We were always involved in the design of the eLearning throughout the process, and appreciated the understanding and willingness of the team to integrate changes as we learned about how developing an eLearning product works best. We are delighted with the finished product and are proud to recommend it to all healthcare practitioners across Ontario and internationally!”*

##### Dr. Catherine Brookman, Gerontologist, Ed.D, M.A., B.Sc.

Consultant, eLearning Project Lead,  
Executive Leadership, Social Enterprise and  
Program Innovation

Aphasia Institute

The Aphasia Institute received funding from the Ministry of Health and Long-Term Care for products and services enabling health care providers to offer more accessible and equitable care for those with aphasia. PSHSA partnered with the Aphasia Institute to develop specialized eLearning to help health care practitioners learn how aphasia affects patient communication and what can be done to decrease language barriers and improve access to health care.

Completed in March 2019, this eLearning is an innovative introduction to Supported Conversation for Adults with Aphasia (SCA™), an evidence-based method. It includes practical and video examples of concrete techniques that demonstrate SCA™ in clinical settings. Additional learning elements include interactivities, assessments and links to additional resources, with rich visuals that engage and motivate the learner to better comprehend SCA™.

The eLearning program is free, short (under 1 hour) and available to all health care practitioners. It is highly recommended for those working in the area of stroke and aphasia, and has become a prerequisite for other Aphasia Institute training. The eLearning is an accessible and efficient approach to training health care practitioners that will influence individual health care experience and outcomes.



### **University of Toronto**

It was a priority for the University of Toronto's Faculty of Applied Science and Engineering to equip graduating students with the knowledge and skills to contribute to better workplace health and safety when they embark on their professional careers.

To help make this a reality, PSHSA partnered with the University of Toronto to develop a foundational health and safety module for upper year post-secondary students entering a certified profession. Health and Safety for New Professionals is a self-paced module that provides a comprehensive overview of occupational health and safety on a level that is relevant and sensible to the target learner. The training covers numerous topics including the OHSA

and legislative compliance, workplace roles and responsibilities, the Internal Responsibility System, due diligence and hazard management. The module also includes a number of tools and resources, knowledge checks and a final quiz that learners are required to pass.

The eLearning program is now hosted using the University's Learning Management System, and is a component of the final year engineering capstone design courses, with a view to expand its use into other faculties in the coming years.



### **Canadian Red Cross**

The Canadian Red Cross is a national humanitarian organization with more than 2,300 employees and 12,000 active volunteers across the country. In keeping with their core values, the Canadian Red Cross is deeply committed to providing their people with a respectful and inclusive work environment. This is why they connected with PSHSA to build an eLearning program for all Canadian workers on workplace harassment prevention.

In June 2018, PSHSA delivered to the Canadian Red Cross a Respectful Workplace eLearning program that was reflective of the client's policies, code of conduct and culture. Given their national mandate, the program incorporated legislation from all provinces, and was made available in both English and French. To ensure the training was inclusive and relevant, the eLearning program reflected the various cultural and indigenous communities the Canadian Red Cross serves, and featured customized case studies to reflect the realities of the workplace, including a disaster response scenario.



### Ontario Ministry of Transportation

This past year, we worked with the Ontario Ministry of Transportation to complete a comprehensive assessment of their Carrier Enforcement Program, including recommendations to their current use of force options, Enforcement Officer training, site safety and security, enforcement policy manual, and health and safety management system. This proactive, holistic program review was requested to ensure adequate training, equipment and support is in place, and that, ultimately, the health and safety of officers is protected.

The project objectives were as follows:

- Modernize the Use of Force Program.
- Ensure consistent instruction, self-defence theory, techniques and tools.
- Ensure the program supports the Ontario Human Rights Code, Occupational Health and Safety Act and collective agreements.
- Determine the exposure level of Transportation Enforcement Officers.
- Take measures to minimize and decrease officer exposure to risk during the course of their duties.
- Ensure the Use of Force Program is consistent with operational requirements.
- Ensure the Ministry is meeting its obligation to take every precaution reasonable to protect the health and safety of officers.

The project consisted of various components, including a jurisdictional scan, evaluation of the enforcement policy manual, curriculum assessment, site safety and security assessment and health and safety management

system audit. These efforts resulted in several findings and recommendations presented to the ministry for consideration. We are currently working with the client to prioritize the recommendations and put together an implementation plan, including the distribution of actions and responsibilities among Ministry units and committees.

***“I can’t say enough about the people at PSHSA. Their staff is very responsive and flexible, and they were supportive throughout the process.”***

#### Mike Dodds

Special Projects Lead at the Ontario Ministry of Transportation

We commend the Carrier Enforcement Program for completing this project as a proactive and measurable step towards ensuring a well-functioning health and safety program, and we look forward to continuing to support them as they work towards enhancing the culture of safety.



### Noojmowin Teg Health Centre

Noojmowin Teg is a health centre located in Little Current serving the Manitoulin and Espanola regions of northern Ontario. They look at health holistically, and are committed to supporting and promoting the wellbeing of Anishinabek communities within the area.

The health centre blends traditional and western methods, providing various services including primary care, diabetes wellness, registered dietitians, mental health and addictions, intensive counselling, cultural support and traditional healing. These community-based programs and services are delivered in collaboration

with partner First Nations and other health service providers.

Our work with Noojmowin Teg involved a comprehensive review of their health and safety policy manual. The policies had not undergone a full review in several years and required updating in order to meet today's requirements. The manual consisted of 30 policies, including duties and responsibilities, JHSC, inspections, accident investigations, infection prevention and control, return to work and fire safety. A team of PSHSA Health and Safety Consultants reviewed all policies in detail, highlighting updates and changes to be made according to legislation, regulations and best practices.



#### **Trent University**

Trent University employs approximately 2,000 people across its two campuses in Peterborough and Oshawa, including faculty staff, contract staff and students. Interested to understand how well their health and safety program was performing, the university was eager to identify any gaps or areas for improvement in the health and safety services they were delivering internally. PSHSA was happy to partner with Trent University to complete this review and assessment.

A high level health and safety program review was executed, consisting of three unique components. First, over 40 interviews were conducted with all levels of the organization, including faculty, staff and administration. As the second step, workplace inspections of the university's physical infrastructure, sites and buildings across the two campuses were carried out to examine the various working environments. The final step in the review process was a documentation

review where corporate policies, procedures, guidelines and potential enforcement activities were studied. Both the qualitative and quantitative data collected throughout the review process helped to uncover key findings related to legislative compliance and adherence to best practices.

The final report was delivered to Trent containing all observations and recommendations with respect to the university's health and safety program. At the client's request, the list of recommendations was divided between legislative requirements and best practices in order for the university to properly prioritize their next steps. A description of the methodology as well as the findings and recommendations were presented to both senior management and the JHSC. Trent is currently working towards implementing many of the recommendations proposed by PSHSA.

We applaud the university's management and staff for their full cooperation. Strong dedication and a clear commitment to workplace health and safety was a recurring theme across all levels of the organization throughout the review process.

***“This is the first time Trent University has had an objective, third party study of its H&S practices. Our PSHSA consultant, Rob Oliver, clearly understood that this was a strategic review and set out accordingly, proposing a structure and process for the review that was clear and practical. He consulted broadly with stakeholders across the university, and the process that was used met the University's proposed timeframes. We were pleased with the results, which have provided us with a competent breakdown of actions to be taken.”***

**Chris Williams, Worker Co-Chair,  
Robert Clarke, Management Co-Chair**

Trent University Multi-Workplace Joint Health and Safety Committee



# OUR PSHSA COMMUNITY



**Our internal community demonstrates their dedication to our clients and passion for advancing occupational health and safety every single day. Inspired by this enthusiasm and commitment, we continue to make it a priority to foster and promote a culture that supports and motivates employees to do their best work.**

#### **ORGANIZING OURSELVES BETTER**

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This past year saw significant organizational change for PSHSA. We updated the way in which we organize ourselves to better serve our clients and better utilize our internal wealth of skills, knowledge and expertise. Shifting away from the traditional model of Prevention Services and Corporate Services, our departments were realigned under Client Outreach and Client Acquisition. This renewed focus and commitment to our clients resonates internally as it allows us to better serve our public and broader public sector clients and deliver on our mandate. Organizational change and transition can be challenging, but our PSHSA community embraced this transformation and we are now stronger than ever.

#### **DRAWING ON EXTENSIVE EXPERTISE**

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Our PSHSA community is overflowing with knowledge and experience. This broad range of expertise is a valuable asset, and we are fortunate and grateful to have it at our disposal. It is an ongoing priority of the organization to consult with cross-sections of staff regularly. Our projects, initiatives and ideas benefit greatly from the insight and perspectives of our PSHSA community.

One such example is the new *PSHSA.ca*, which was launched in summer 2019. Our Health and Safety Consultants maintain excellent relationships with our clients and have a firm grasp of their needs and challenges. The website is an important tool for clients and Consultants alike to access health and safety resources and information. As a result, it was necessary to include the group throughout the planning process as integral stakeholders. Planning for the new website kicked off with a discovery session with a cross-section of staff representative of all sectors and levels of the organization in order to understand client needs as well as desired features and functionality. Internal marketing and IT expertise was also drawn on from a development and usability perspective to ensure a seamless customer experience. As development work continued, staff were also brought in for usability testing to further inform how the website will be used. Throughout the project, monthly updates were shared with all staff providing access to the staging environment, which allowed staff to see progress to date and provided more opportunities to share feedback and suggestions. There is no question that feedback from our staff has built a stronger website.

We thank our PSHSA community for the valuable feedback and insight they have contributed, not only to our new website, but also to the many projects throughout the year. Many of the initiatives we work on are iterative and evolving, with a focus on always getting better. We thank our staff for their help in fostering a culture of continuous improvement.

### **SUPPORTING THE GROWTH & DEVELOPMENT OF OUR PEOPLE**

At PSHSA, we recognize that our greatest strength is our people. Investing in our staff's professional development is integral to their growth and retention, and is a vital component of providing an exceptional employee experience. Professional development opportunities allow our people to challenge themselves, discover new interests, skills and abilities, gain more confidence, realize their potential and lead fulfilling professional lives.

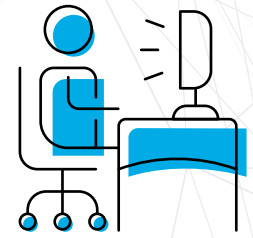
Supporting the attainment of designations and certifications is one of the ways PSHSA invests in employees' professional growth and development. This past year, we supported four staff members in attaining their Canadian Registered Safety Professional (CRSP) designation through the Board of Canadian Registered Safety Professionals. In total, 24 employees were supported in maintaining their CRSP designation. This designation certifies qualified safety practitioners, and is a widely respected form of recognition by industry and government. In addition, six staff hold the Certified Health and Safety Consultant (CHSC) designation through the Canadian Society of Safety Engineering. PSHSA staff also represent 12 additional affiliated designations in various specialties, including hygiene, ergonomics and occupational health nursing.

As PSHSA employs a wide range of skills across a variety of functional areas, investments in our people also extended beyond the realm of occupational health and safety. Our staff also completed professional development activities in areas such as instructional design and eLearning, leadership, board management, digital transformation, organizational culture, artificial intelligence, and knowledge translation.

### **PRIORITIZING PSYCHOLOGICAL HEALTH & SAFETY**

PSHSA is committed to providing a place of work that promotes individuals' psychological wellbeing. This past year, PSHSA continued to build and advance the work of its Psychological Health & Safety Committee (PHSC), a group of frontline and management members responsible for the development and implementation of a psychological health and safety program for our workplace. The resulting psychological health and safety program will align with the CSA Z1003 Standard for Psychological Health and Safety in the Workplace and reflect PSHSA's I-CARE values.

Since formation, PSHSA's PHSC has been busy working on completing an audit of the current state of our program using the Audit Tool from the CSA Z1003 Standard. After identifying existing elements as well as opportunities for improvement, the committee will begin developing an action plan to address the areas of opportunity. We support the hard work the committee is doing and appreciate their efforts in applying best practices to ensure PSHSA is a psychologically healthy and safe space for our employees.



**exceeded target  
for time spent  
on learning &  
development by**

**151%**



**\$103,813**

**spent on learning  
& development  
opportunities**

# CONSULTANT SPOTLIGHT

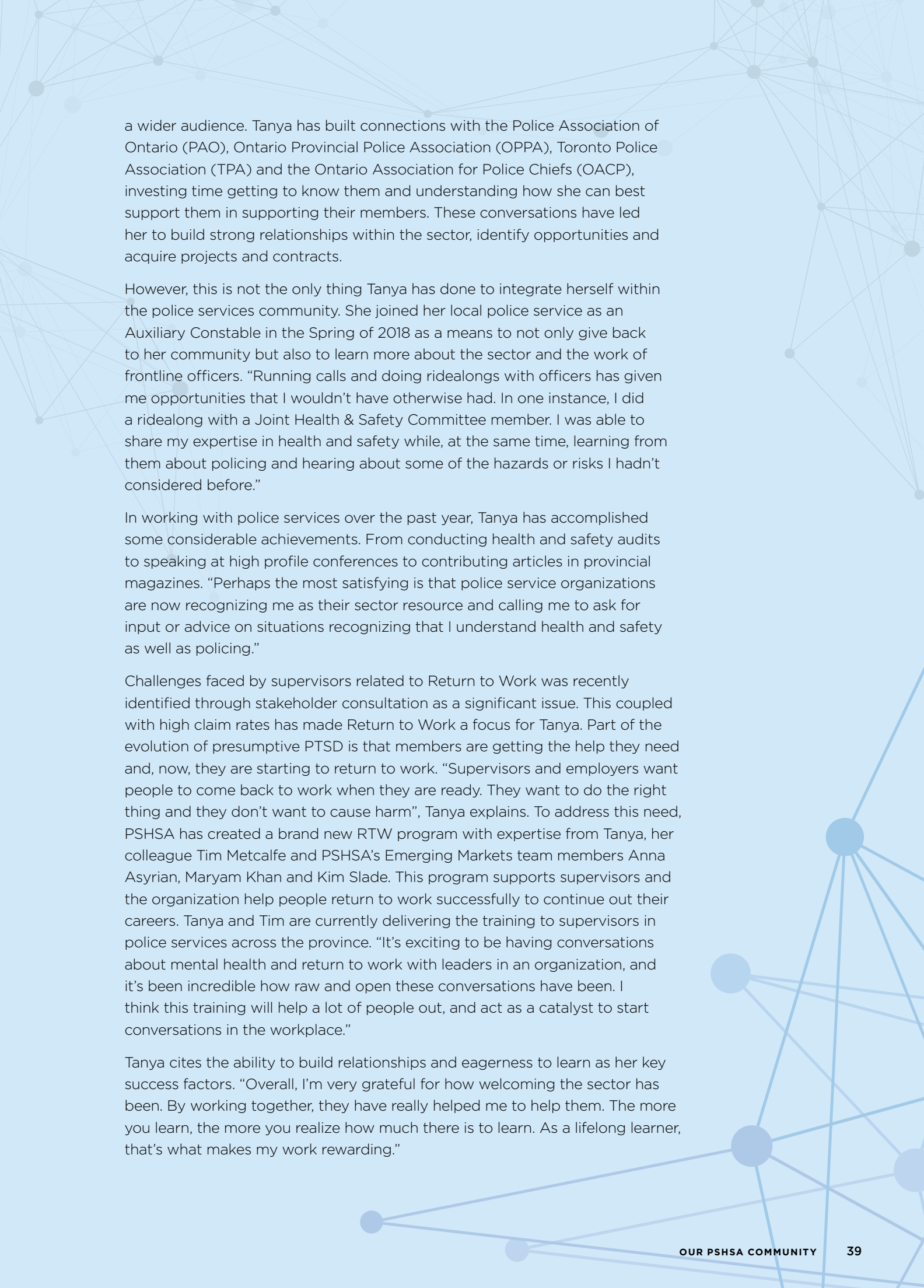
**TANYA MOROSE,**  
HEALTH & SAFETY CONSULTANT  
POLICE SERVICES

**Tanya Morose has been with PSHSA as a Health & Safety Consultant since 2010. Tanya began her career at PSHSA servicing the Municipal sector, but transitioned to become the sector resource for Police Services in early 2018. Tanya has seen incredible success since assuming the new role, and we sat down with her to discuss her journey thus far.**

Tanya's first few months were all about becoming acquainted with the sector. As one of the key team members at PSHSA responsible for supporting stakeholders with Mental Health & PTSD Prevention Plans following the introduction of the presumptive legislation, she became familiar with the various agencies, associations and services across the province. She also attended several police-specific training sessions, meetings of the Ontario Police Health & Safety Association (OPHSA) and Ontario Association of Designated Officers (OADO), and Section 21 committee meetings. She continues to attend these meetings, engaging with stakeholders, speaking on various topics and providing relevant updates.

Gradually, she began to understand the context in which police services operate, the realities of their work and the challenges of managing health and safety in an infinitely variable workplace. Taking the time to learn and understand the sector environment has been enlightening and valuable. "It involved asking a lot of questions and really focusing on getting to know each other and building those relationships", Tanya explains. "The breadth and depth of it all is interesting and challenging. Under the Police Services Act, all police services are required to deliver the same services to the community, but there is a significant range in size, resources and where they are on their health and safety journey." Given this variability, Tanya is motivated to reimagine how to support Ontario's police services.

As the only Health & Safety Consultant serving Ontario's police sector, Tanya is taking a strategic approach to the market. She looks to capitalize on "one to many opportunities" that allow her to build capacity and reach



a wider audience. Tanya has built connections with the Police Association of Ontario (PAO), Ontario Provincial Police Association (OPPA), Toronto Police Association (TPA) and the Ontario Association for Police Chiefs (OACP), investing time getting to know them and understanding how she can best support them in supporting their members. These conversations have led her to build strong relationships within the sector, identify opportunities and acquire projects and contracts.

However, this is not the only thing Tanya has done to integrate herself within the police services community. She joined her local police service as an Auxiliary Constable in the Spring of 2018 as a means to not only give back to her community but also to learn more about the sector and the work of frontline officers. “Running calls and doing ridealongs with officers has given me opportunities that I wouldn’t have otherwise had. In one instance, I did a ridealong with a Joint Health & Safety Committee member. I was able to share my expertise in health and safety while, at the same time, learning from them about policing and hearing about some of the hazards or risks I hadn’t considered before.”

In working with police services over the past year, Tanya has accomplished some considerable achievements. From conducting health and safety audits to speaking at high profile conferences to contributing articles in provincial magazines. “Perhaps the most satisfying is that police service organizations are now recognizing me as their sector resource and calling me to ask for input or advice on situations recognizing that I understand health and safety as well as policing.”

Challenges faced by supervisors related to Return to Work was recently identified through stakeholder consultation as a significant issue. This coupled with high claim rates has made Return to Work a focus for Tanya. Part of the evolution of presumptive PTSD is that members are getting the help they need and, now, they are starting to return to work. “Supervisors and employers want people to come back to work when they are ready. They want to do the right thing and they don’t want to cause harm”, Tanya explains. To address this need, PSHSA has created a brand new RTW program with expertise from Tanya, her colleague Tim Metcalfe and PSHSA’s Emerging Markets team members Anna Asyrian, Maryam Khan and Kim Slade. This program supports supervisors and the organization help people return to work successfully to continue out their careers. Tanya and Tim are currently delivering the training to supervisors in police services across the province. “It’s exciting to be having conversations about mental health and return to work with leaders in an organization, and it’s been incredible how raw and open these conversations have been. I think this training will help a lot of people out, and act as a catalyst to start conversations in the workplace.”

Tanya cites the ability to build relationships and eagerness to learn as her key success factors. “Overall, I’m very grateful for how welcoming the sector has been. By working together, they have really helped me to help them. The more you learn, the more you realize how much there is to learn. As a lifelong learner, that’s what makes my work rewarding.”

# Thank you

We would like to thank our staff, board of directors, advisory councils, voting members, system partners and broader communities for their support and contributions over the 2018–19 year. Together, we are making a real difference.

## PSHA EMPLOYEES 2018–19

Ryan Adam  
Adeela Ahmad  
Adeeba Ahmed  
Amanda Allan  
Anna Asiryan  
Mike Atkinson  
Stephen Bahm  
Suthan Balasubramaniam  
Sherri Bastos  
Réanne Bélisle  
Ernie Beltran  
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Kamil Rizvi  
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Marla Wolfe  
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Stephanie Ziembicki  
Frances Ziesmann

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Tim Waite

Janelle Warren

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Debra Wight

### VOTING MEMBERS

AdvantAge Ontario

Association des conseils scolaires des écoles publiques de l'Ontario

Association franco-ontarienne des conseils scolaires catholiques

Association of Local Public Health Agencies

Association of Municipal Managers Clerks and Treasurers of Ontario

Canadian Mental Health Association, Ontario Division

Canadian Union of Public Employees

Colleges Ontario

Conference of Independent Schools of Ontario

Council of Ontario Universities

Health Shared Services Ontario

Ontario Association of Chiefs of Police

Ontario Association of Fire Chiefs

Ontario Association of Medical Laboratories

Ontario Association of Medical Radiation Sciences

Ontario Association of Paramedic Chiefs

Ontario Catholic School Trustees' Association

Ontario Community Support Association

Ontario Home Care Association

Ontario Hospital Association

Ontario Library Association

Ontario Long Term Care Association

Ontario Medical Association

Ontario Municipal Administrators Association

Ontario Municipal Health and Safety Representative Association

Ontario Municipal Human Resource Association

Ontario Museums Association

Ontario Nurses Association

Ontario Professional Firefighters Association

Ontario Public School Boards' Association

Ontario Public Service Employees Union

Ontario Recreation Facilities Association Inc.

Ottawa-Carlton Association for Persons with Developmental Disabilities

Police Association of Ontario

Service Employees International Union

### SYSTEM PARTNERS

Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD)

Centre for Research Expertise in Occupational Disease (CRE-OD)

Centre for Research in Occupational Safety and Health (CROSH)

Infrastructure Health and Safety Association (IHSA)

Institute for Work and Health (IWH)

Occupational Health Clinics for Ontario Workers Inc. (OHCOW)

Ontario Ministry of Labour

Workers Health and Safety Centre (WHSC)

Workplace Safety and Prevention Services (WSPS)

Workplace Safety North (WSN)

### RESEARCH COMMUNITY

Alberta Health Services

Asthma Association

Boots on the Ground

Bridge Translations

Cancer Care Ontario

Carleton University

Council of Environmental Health and Safety Officers (CEHSO)

City of Kitchener  
 City of Sault Ste. Marie  
 Canadian National Institute for the Blind (CNIB)  
 Copernicus Lodge  
 Centre of Research Expertise for the Prevention of Musculoskeletal Disorders (CRE-MSD)  
 Centre for Research Expertise in Occupational Disease (CRE-OD)  
 Centre for Research in Occupational Safety and Health (CROSH)  
 CSA Group  
 DeGroote School of Business  
 Durham College  
 Fatigue Science  
 Homewood Research Institute  
 Institute for Work and Health  
 KidsAbility Centre for Child Development  
 Laurentian University  
 McMaster University  
 Medical Services Inc.  
 Ontario Home Care Association  
 Hamilton Health Sciences  
 McMaster University  
 Mental Health Commission of Canada  
 Newcomer Centre of Peel  
 Ontario Council of Agencies Supporting Immigrants (OCASI)  
 Occupational Cancer Research Centre (OCRC)  
 Ontario Paramedic Association  
 Parachute  
 Paramedic Association of Canada  
 Queens University  
 Radiation Safety Institute  
 Registered Nurses Association of Ontario (RNAO)  
 Ryerson University  
 Seamless Mobile  
 SickKids Hospital  
 Small Business Centres  
 Southlake Regional Health Centre  
 University of Waterloo  
 Sunnybrook Hospital  
 Tema

Toronto Rehab Institute  
 UHN Toronto Rehab  
 University Health Network  
 University of Ontario Institute of Technology  
 University of Toronto  
 VHA Home Health Care  
 Waypoint Centre  
 WEST Inc.  
 Western University Centre for Educational Leadership  
 York University

## **ELEARNING COMMUNITY**

### **Design + Build**

Workplace Safety & Insurance Board  
 Seneca College  
 Mr. Lube  
 Region of Peel  
 City of Ottawa  
 Toronto Community Housing Corporation  
 Ministry of Labour Employment Practices Branch  
 Ministry of Labour Operations Division  
 University of Toronto  
 Ryerson University  
 Infrastructure Health & Safety Association  
 Toronto Hydro  
 Aphasia Institute  
 University of Waterloo  
 Wilfrid Laurier University

### **Organizations Hosting PSHSA eLearning on their LMS**

Manitoulin-Sudbury DSB Paramedic Services  
 County of Simcoe  
 Township of Algonquin Highlands  
 St. Clair College  
 Regional Municipality of Durham  
 Lakehead University  
 Region of Peel  
 Health Shared Services Ontario  
 City of Sault Ste Marie  
 Halton Regional Police Service  
 CMHA – Thunder Bay  
 City of Hamilton  
 Waterloo Regional Police Service

### **Organizations who Customized PSHSA eLearning**

University of Windsor  
 York Region District School Board  
 Region of Waterloo  
 Western University  
 McMaster University  
 Windsor-Essex County Health Unit  
 Carleton University  
 University of Toronto  
 Christian Horizons

### **Organizations Leveraging eLearning through PSHSA.ca**

Toronto Public Library  
 Ontario College of Family Physicians  
 Lutherwood  
 District of Timiskaming Social Services Administration Board  
 Toronto Fire Services  
 YWCA  
 Town of Newmarket  
 Avon Maitland District School Board  
 St. Joseph's Healthcare London



# Summary: Financial Statements

March 31, 2019



## Independent Auditor's Report

June 24, 2019

### Our opinion

In our opinion, the accompanying summary financial statements of Public Services Health & Safety Association (the Association) are a fair summary of the audited financial statements, on the basis described in the note to the summary financial statements.

### The summary financial statements

The Association's summary financial statements derived from the audited financial statements for the year ended March 31, 2019 comprise:

- the summary statement of financial position as at March 31, 2019;
- the summary statement of operations for the year then ended; and
- the related note to the summary financial statements.

The summary financial statements do not contain all the disclosures required by the Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

### The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 24, 2019.

### Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements on the basis described in the note.

### Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

*PricewaterhouseCoopers LLP*

### Chartered Professional Accountants, Licensed Public Accountants

PricewaterhouseCoopers LLP

PwC Tower, 18 York Street, Suite 2600, Toronto, Ontario, Canada M5J 0B2

T: +1 416 863 1133, F: +1 416 365 8215

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

## Summary Statement of Financial Position

As at March 31, 2019

(expressed in thousands of Canadian dollars)

	2019 (\$)	2018 (\$)
<b>Assets</b>		
<b>Current assets</b>		
Cash	4,116	1,152
Short-term investments	2,203	4,686
Accounts receivable	652	293
Prepaid expenses	113	135
	7,084	6,266
<b>Investments</b>	215	206
<b>Capital assets</b>	48	62
	7,347	6,534
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	2,196	1,752
Customer deposits	263	252
Deferred revenue	861	1,197
	3,320	3,201
<b>Employee future benefits</b>	2,634	2,816
	5,954	6,017
<b>Net assets</b>		
<b>Restricted</b>	27	344
<b>Unrestricted</b>	1,366	173
	1,393	517
	7,347	6,534

## Summary Statement of Operations

For the year ended March 31, 2019

(expressed in thousands of Canadian dollars)

	2019 (\$)	2018 (\$)
<b>Revenue</b>		
Ministry of Labour funding	8,846	9,108
Training and publication recoveries	3,372	2,767
Special projects and other income	204	134
Investment income	133	53
Amortization of deferred capital contributions	25	40
	12,580	12,102
<b>Expenditures</b>		
Personnel costs	8,937	9,127
Program delivery	943	858
Occupancy costs	374	346
Advertising and promotion	308	291
Office and general	307	201
Communications	302	322
Travel and business meetings	209	205
Consulting and professional fees	132	404
Finance charges and bad debts	44	3
Governance	43	36
Amortization of capital assets	34	50
Insurance	29	26
	11,662	11,869
<b>Excess of revenue over expenditures from current operations</b>	918	233
<b>Project costs approved by Ministry of Labour</b>	(255)	(61)
<b>Excess of revenue over expenditures for the year</b>	663	172

## Note to Summary Financial Statements

As at March 31, 2019  
(expressed in thousands of Canadian dollars)

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### **BASIS OF PRESENTATION**

The summary financial statements have been derived from the audited financial statements of Public Services Health & Safety Association (the Association) as at and for the year ended March 31, 2019, based on the following criteria:

- i) The information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and
- ii) The summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related audited financial statements, including the notes thereto.

The summary financial statements of the Association are reported using the deferral method of accounting for contributions, in accordance with Canadian accounting standards for not-for-profit organizations. Under the deferral method, restricted funding from the Ministry of Labour and other government ministries is deferred and recognized as revenue when the related expenses are incurred. Training course and seminar recoveries are recognized as revenue when services are rendered and there is reasonable assurance of collection. Safety product recoveries relating to inventory are recognized as revenue when goods are shipped and there is reasonable assurance of collection. Unrestricted funding is recognized as revenue when received or receivable. Funding received for capital expenditures is deferred and recognized as revenue on the same basis as the amortization of the related assets. Interest income is recognized as revenue when earned.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Management does not consider a summary statement of changes in net assets, summary statement of cash flows or any additional note disclosures to be necessary for the intended users of these summary financial statements.




For a copy of Public Services Health & Safety Association's complete audited financial statements as at and for the year ended March 31, 2019, write to Suite 1800, 4950 Yonge Street, Toronto, Ontario, Canada.

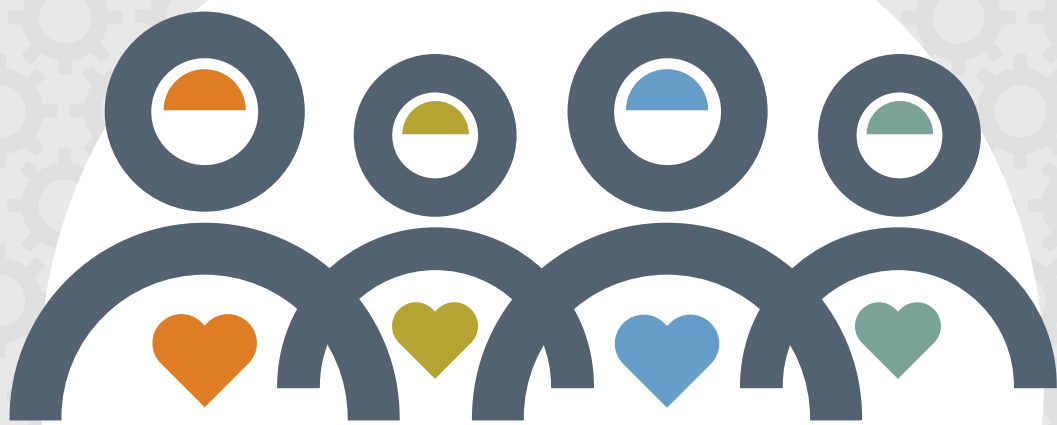
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#### Contact Information

4950 Yonge Street  
18th floor, Suite 1800  
Toronto, ON Canada M2N 6K1  
Phone: 416.250.2131  
Toll free: 1.877.250.7444  
Fax: 416.250.7484

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